

CLUB AWARENESS and CONFRONTATION MANAGEMENT

PURPOSE: This operational guide is provided to assist Air Force club management and staff in creating violence policies and taking preventive measures to reduce the chance of a violent incident happening.

SCOPE: This guide applies to all club operations.

GENERAL: While there might not be a formula for predicting when a violent incident will occur or who will cause it, there are specific warning signs that management and staff can train themselves to look for in co-workers and customers.

GUIDANCE:

1. Defusing confrontations: Train employees to spot behavior that often precedes violent outbursts and teach them how to protect themselves in the midst of a potentially dangerous situation. Teach employees that the best way to approach agitated individuals is to use non-verbal communication skills and a non-threatening demeanor. Enforce the importance of appropriate body language and not to point, grab, or touch an agitated individual.

2. Avoiding volatile situations: Keeping employees out of harm's way is the reason that training is required to bring about peaceful conflict resolution. Our employees are there to provide a service, and it's management's job to make sure they don't get hurt in the process. Employees should distance themselves from situations they perceive as being potentially volatile. As an added means of protection, employees should never hesitate calling the Security Force(SF) or local Police. Workplace security and protection starts in the hiring process with management paying close attention to the applications submitted by the job candidates. Management can be much more selective when it comes to choosing their workers than they can be when they are attracting their customers.

3. Ways to prevent violence: Taking preventive measures, training, and creating violence policies are the best ways to reduce the possibility of a violent outburst. Club and night managers need good confrontational management training. Once properly trained, night managers must follow established procedures on how to handle incidents and enforce suspensions, and must expect to be held accountable for their actions.

a. **Be aware:** Listen to what people are saying and note their behavior. Treat customers and co-workers with respect and try to resolve disagreements before they escalate. Club managers have an excellent perception of which nights incidents may occur. Management needs to be strongly proactive, not reactive to defuse those situations.

b. **Take all threats seriously:** Learn to recognize behavior that typically precedes violent outbursts and get assistance immediately. What appears to be a fleeting bout of anger might be a time bomb waiting to explode. There should be absolutely no hesitation to call Security Forces (SF) or the local police for assistance.

c. Establish protocol: It is important to develop a sound action plan that outlines convenient escape routes, how to summon assistance, and how to document the episode.

d. Take control of the situation: In a non-threatening manner, try to rationalize and encourage individuals to vent their frustrations. Listen and respond in a dignified, courteous, and empathetic way. **DO NOT** take criticism or complaints personally. Strengthen documentation for night manager's logs to clearly annotate confrontations and identify participants. This documentation should dovetail SF blotter entries and lead to suspension lists that are enforced.

e. Monitor body language: Remain calm and maintain body space. Speak slowly and in a low volume. Refrain from finger pointing and only touch the individual in self-defense.

Listed below are some warning signs characteristics of potentially dangerous individuals:

1. Unwarranted anger
2. Preoccupation with work
3. Frequent absenteeism
4. Sullen withdrawal
5. Irrational beliefs and ideas
6. A violent history
7. Defensiveness
8. Low self-esteem
9. Irresponsibility
10. Extreme disorganization
11. An obsession with violent movies
12. A fascination with weapons
13. A lack of concern for the safety of others
14. Substance abuse
15. Exceptional stress

SUMMARY:

The time and place when workplace confrontations may occur is unpredictable. It is the responsibility of club management to train workers to spot behavior that often precedes violent outburst and what steps to take to either defuse the situation or protect themselves. The goal is to train the people who may be in the forefront of a confrontation and to improve their awareness of how to best deal with a tough situation; and to also keep our customer's out of harm's way.

NOTE: The following Operating Instruction (OI) was provided by HQ PACAF

Operating Instructions (OI)

Physical Altercations:

In the event that a physical altercation or confrontational incident occurs in a Services facility, managers should take the following actions and refer to the attached quick reference Altercation Checklist:

- Notify the Security Forces immediately.
- Attempt to defuse the altercation in a nonthreatening manner. Do not make physical contact or endanger employees or customers.
- **If an incident occurs in an area where music is playing, stop the music and turn the lights on until the incident is defused. In no way infer that taking a confrontation outside is acceptable; defuse the situation, do not move it.**
- In the event of a confrontation where individuals must be “held back” or told to “cool off,” duty managers will record the members’ ID card information and will warn the individuals that they will be suspended for 30 days for any further trouble.
- In the event of an actual fight breaking out in the facility, obtain ID card information and add those names to the 30-day suspension list. Maintain this list until the individual's DEROS.
- The incident will be noted in the activity log with ID card information, unit, branch of service, time Security Forces were called, and name of person who took the call.

Racial:

In the event of comments or behavior, which are of a derogatory nature regarding race, color, religion, or gender, follow these procedures:

- Report the incident to the activity manager immediately.
- Attempt in a nonthreatening manner to make the customer aware that they are offending others, that there is a zero-tolerance policy for such behavior, and that such behavior is a serious offense.
- In the event the individual does not refrain from the abusive talk or actions, contact the Security Forces, and if possible, the Social Actions office.
- Obtain ID information and add those names to the 30 day suspension list.

Gang Related:

- Indicators of gang behavior include signing, displaying known gang colors and wearing gang attire. If the duty manager observes gang-related behavior, be decisive, firm and fair with the individuals and ask them to discontinue this behavior or leave.
- **Contact Security Forces immediately and advise them of the nature of the problem.**

DISCIPLINARY ACTION

In the event any of the offenses noted above occur in a Services facility, management is to take the following action:

- Obtain ID information and add those names to the 30-day suspension list. Maintain this list until the individual's DEROS.
- A second offense is cause for a member to be suspended for the remainder of their tour. Senior club and Services management will compare blotter entries and suspension lists to ensure the suspension list contains the required information to bar members who fight in the club or elsewhere.
- The incident will be noted in the activity log with ID card information, unit, and branch of service, when Security Forces were called, who took the call, etc.
- Notify the individual's first sergeant and commander and other Services activities where alcohol is served (while the club suspension does not apply, management awareness is needed).

DJ Entertainment:

DJ entertainment contracts will be written to reflect that the DJs work directly for the facility manager (and are responsible to the night manager) and will act as a second set of eyes for management. If the DJ does not follow management's requests regarding the volume level or type of music being played, the contract will be terminated immediately not only with the individual DJ but also with the entertainment management company. Management will take the following action concerning DJ functions:

- The DJ is responsible for ensuring the music played has no offensive racial overtones, gang references, or phraseology that could potentially incite physical violence.
- Music mix will include selections of both high energy and slow-beat sounds that moderate the flow and attitude of the patrons. Volume should be within an acceptable level.
- The facility manager will brief the DJ prior to the first set as to what procedures will be followed in the event of an incident.
- Any deviation from the contract, to include DJ insubordination toward the manager or duty managers, will result in immediate termination.

Training:

The Security Forces and Military Equal Opportunity are the agencies responsible for conducting both Confrontation Management and Gang Awareness training. The Services training manager is responsible for working with these agencies to develop a training program and to ensure managers attend. Confrontation Management and Gang Awareness training is required for all management personnel prior to assuming a management or duty manager role. Subject training will be annotated on individual's training record.

ALTERCATION CHECKLIST

In the event of an altercation or confrontational incident in a Services facility, follow these guidelines:

	Contact Security Forces immediately (phone #_____)
	Try to contain the problem in a limited area. DO NOT say it is O.K. to move the altercation outside.
	Try to defuse the situation in a nonthreatening way.
	Turn off the music; turn on the lights.
	Protect other members, employees and property.
	Appoint one duty manager or club employee to direct the Security Forces to the problem area.
	Obtain club card, name, rank and squadron of individuals and witnesses involved.
	Contact the General Manager and advise him/her of the incident.
	Annotate all incidents in the duty manager's log. Include names and ID card information for those individuals who were involved and those who have been removed from the club.